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Central Intelligence Agency
Washington, D.C. 20505

11 January 1985

Executive Director

NOTE FOR: DDA
DDI
DDO
DDS&T

Any further thoughts on attached?

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11 January 1985

NOTE FOR: Director of Central Intelligence

FROM : Executive Director

As best we can recall the details of our [] conversation, the points which elicited everybody's sense that you ought to make them to a wider group (in the Auditorium) were really the sense you yourself had expressed in the second paragraph of your note to us, copy attached. To what you said, we would add for consideration in the same spirit:

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- "My earlier call to you for ideas about how better to accomplish our work yielded lots of good ideas. Reflecting back on that experience, though, many of them were of a procedural or administrative character. Certainly these aspects of our work can always stand improvement. But we should emphasize, and I hope you will emphasize in thinking about excellence, better ways to accomplish our substantive tasks, whether operations or analysis or development of a new capability or a more effective way to support these activities. Let me cite some of the things I am talking about, drawing from recent papers from each of the Directorates."

(Assume you already have in hand most recent submissions from the Deputies on accomplishments, including Harry's of a few days ago on excellence.)

- "I am also a great believer in teamwork. Only a few days ago I got together with John and my other senior managers and we discussed and worked through a number of important issues. I believe there is merit in periodically encouraging intensive discussions of problems and issues, both because sometimes you can solve a problem but also because this tends to generate a problem-solving mentality."
- "Many of you are familiar with another problem that I would like you all to reflect on and take appropriate action. I see it every couple of weeks--an important problem is being tossed back and forth at a management level where it can't be solved. Occasionally people will remain deadlocked for weeks or even longer while little progress is made on an important topic. Of course, it is vital that we do the thinking and staff work necessary at each level in our organization to do quality work, but I urge you to keep a sharp eye peeled for situations where we find ourselves in a sort of bureaucratic gridlock, unable to move forward or

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backward. I sense this is most likely to occur where two or more components are trying to work together to do something and where there is no one person close enough to the scene to understand what's going on and take charge."

- "Something else we talked about [redacted] was our system of rewards. We have lots of ways to recognize and reward our employees for work well done. Take advantage of them."

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I'll get you any further ideas we have Monday morning.

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CIA ER 85-004

3 January 1985

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology

FROM: Director of Central Intelligence

SUBJECT: Conference 7-8 January 1985

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1. I would like our meeting next week to be one at which we would exchange views with each other and take a look at our future problems, how well we are doing, and how we can do better.

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2. As a theme I would put it that the people who work in CIA have a special privilege in being in action virtually all the time, while the rest of the government, for the most part, is planning and preparing. By being in action I mean to include collecting and weighing pieces of evidence, arriving at a conclusion, working out a method of accomplishing something specific, as well as recruiting, responding to terrorist attacks, and the other more widely recognized action type things that we do. It seems to me if we get a feeling of this through the organization it can do wonders to stimulate the initiative, the creativity, the self-starter, can-do attitude and the tempo at which things are done here. I believe we are way ahead of everybody else in these respects, yet I still see people sitting for a couple of weeks on tasks that can be dusted off or moved along quickly. In London during World War II, Churchill had a sticker which read, "Action This Day," which he put on his memos to make things move. That spirit should be the bottom line of what we call the Excellence Program.

3. Specific items on which I would like to get your thoughts at this conference include these:

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-- People - this is a big subject, including recruiting, qualifications, training - we may need more specialized recruiting - we may need to slice off some of our quota and use it experimentally to recruit from untraditional sources (people with more experience, language qualified ethnics, etc.) - what can we do to improve our image to new recruits? - what can we do to get more help from the private sector? - what can we do to get a better image for the training we provide which will help both recruiting and training? - do we need someone in recruiting and someone in training with high visibility and access to devote all his or her time to visiting campuses and staying in touch with people in education, selling CIA, its training and challenge?

-- Languages - don't we need to make a much more concerted effort to overcome our language deficiencies, invest more in training, sacrifice other qualifications to bring in people with good language qualifications? - the IG report on EUR makes you weep when it assesses the language proficiency in stations there.

-- Collector-analyst cooperation and collaboration - both the DDO and the DDI know that there are big gaps here - steps are being made to bridge them but can't we do it faster and more completely? - I hear stations complaining about visits from green DI analysts - may indicate a need for better briefing or better selection.

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-- Computer information technology - Jim Taylor's memorandum provides a basis for this important discussion.

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-- Open information - do we have our act together on this with the HUMINT Committee, the library, FRIS data banks? - are we doing well enough in rebuilding data banks? - [redacted] visited here a week or so ago with an impressive story of how he, with a couple of assistants, [redacted]

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-- Public image - we say frequently to ourselves that public support is so important to our mission that we can no longer suffer unfair criticism, distortions and falsehoods in silence - George Lauder has done well in responding to some stories - we sent a message with the complaint to the FCC about ABC - we should exchange views on where we go from here in this respect - my inclination is that we should open up more than we have, speak to the threats we see and the attacks we need to deal with more freely but within security limits - it seems to me the ice was well broken on this in the DDCI's testimony on active measures in the late 70s and again in the early 80s - I think it has worked well on technology transfer - I would be inclined to give destabilization and promotion of insurgencies the same treatment - also the economic disruptions that seem to follow the Communist model, notably in Ethiopia right now - terrorism could lend itself to the same treatment - done properly this could accomplish important public education as to the vital nature of our mission and dilute or fend off the inevitable criticism - earlier in 1984, in connection with the Excellence initiative, we said we would be defending the institution more actively around the country [redacted]

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-- Message to the troops - the best way to reinforce and keep alive the Excellence initiative is to tackle the problems which will be discussed at our conference effectively - but perhaps this is also the time for a further follow-up report - I understand the material has been put together for this.

-- Recognition and Awards - what else can be done to recognize the special burden and contribution of our people in the field? - longer and more irregular hours than State and military - exposure to terrorist threats also experienced by other US employees abroad but perhaps ours are more directly involved and easily targeted - in this connection, we are beginning to formulate how our special benefits can be preserved - what do we need to do now to press this and what else should we be thinking of?



William J. Casey